

# ND PROJECT MANAGEMENT NEWS

A Newsletter for Project Managers

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Thank you for taking the time to read the *ND Project Management Newsletter*! The purpose of this newsletter is to bring you information about project management-related topics and events in North Dakota Government and Higher Education.

## PM News

### Project Management Training Event Scheduled

Have you ever worked in a group that did not always agree on how to do things? Or, maybe you have been in a workgroup where you felt your efforts were futile and some members of the group were counterproductive? If so, the next PM User Group training topic is just what the Doctor ordered. Join other project management enthusiasts in the Byrnhild Haugland Room on Tuesday, November 16, from 2-3:30 pm, as Dirk Huggett, Information Technology Department, presents, *"How to Build Consensus and Manage Dysfunction in a Group Setting."*

Last January and February, Dirk provided two sessions on how to run a good meeting. In this session, he drills down in more detail how to build consensus and manage dysfunction. Key points Dirk plans to discuss include the following:

- The three levels of disagreement
- How to start a session correctly to ensure you are able to reach consensus
- When to step into a discussion and when you should let it continue
- How to lead people down the path so that everyone believes they have made the right choice and did not just agree to end the discussion

As part of building consensus, leaders must have the ability to manage the people in the group. Depending on the topic and the composition of the group, some members may exhibit dysfunctional behavior. Dirk will discuss a few things individuals can do to manage counterproductive situations and provide tools to turn dysfunctional behavior into productive conversation.

### Table of Contents

PM News.....	1
Ask the EPM Advisory Group ...	3
Featured PM Web Sites .....	3
Featured PM Article .....	4

## ***ND Project Management Guidebook To Be Published***

The *ND Project Management Guidebook* will be released in final form on November 15, 2004. It can be accessed at <http://www.state.nd.us/epm/resources/doc/guide.pdf>. This guidebook contains a complete methodology including applicable forms and a project plan template.

Congratulations to the Enterprise Project Management Advisory Group for completing this daunting task. The development of a methodology that follows the principals of the Project Management Institute's Project Management Body of Knowledge, yet conforms to the business of North Dakota state government, has been a challenging and exciting endeavor. The following individuals contributed to the success of the *ND Project Management Guidebook*:

- Dave Eckenrode
- Mike Fisher
- Cheryl Gessele
- Jennifer Kunz
- Mark Molesworth
- Rich Lehn
- Todd Metzger
- Heather Raschke
- Deb Salwei

## **Apprenticeship/Mentorship Initiative Underway**

The Enterprise Project Management Office, along with the ND Project Management Advisory Group, is sponsoring an initiative to bring veteran project managers together with new and/or less experienced project managers throughout state government. The initiative will encompass training, on-the-job learning, skills validation, and certification. Partnering with the National Information Technology Apprenticeship System (NITAS) and the Federal Department of Labor, project managers will have an opportunity to track their learning, validate their skills, work with trained mentors, and obtain nationally recognized certifications. For additional information, please refer to this short [presentation](#).

The goal is to develop the technical aspects of the program, select and train a pool of qualified mentors, and begin working with the first group of apprentices in February 2005. Stay tuned!



## Ask the EPM Advisory Group

**An excerpt from the Frequently Asked Questions section of the *ND Project Management Guidebook*, Chapter 1 – Project Origination**

**Question** - Why should we expend the time and effort to create a proposal when we could just start doing the work?

**Answer** - If everyone followed this philosophy, the organization would be pulling itself into many different directions that perhaps nothing of value would ever get done. Managers and executives need to manage the work of the organization to ensure its alignment with its mission. Proposals provide executive management with the information they need to manage the organization's resources.

**Question** - Why should we wait for their approval?

**Answer** - Forging ahead without the appropriate approvals results in wasted resources if the proposal is declined, significantly altered, or delayed. For example, moving ahead without approval could cause you to use technology that executive management has already chosen to replace and you will now have to start over with a new hardware and software platform. The executive staff representatives on the selection committee may be privy to information that is not publicly announced yet. It is the responsibility of the executive staff to determine the priorities that staff is to address.

*The ND Enterprise Project Management (EPM) Advisory Group is a small workgroup of project managers who proactively identify project management issues, and assist in the collection and development of project management best practices such as tools and templates. Have a question for the EPM Advisory Group? Send it to Mark Molesworth at [epmadmin@state.nd.us](mailto:epmadmin@state.nd.us).*

## Featured PM Web Sites

**ALLPM - The Project Managers Home Page:**

Visit <http://www.allpm.com> to view this site.

**Project Management Knowledge Base:**

Visit <http://www.ittoolbox.com/> then follow the link to *Project Management* in the menu.



## Featured PM Article

### Don't Stop Thinking About the Value

Michael Fitzgerald

CIO's know that project implementation success rates are woefully low. So once a project comes in on time and under budget, CIO's think they've won the battle and can move on. Wrong. Here are some strategies for wrestling value from systems long after they've gone live.

<http://www.cio.com/archive/071504/value.html>



### So, What's the Benefit? Rethinking Project Success

Mark E. Mullaly, PMP

<http://www.gantthead.com/article.cfm?ID=205770>

## ND PROJECT MANAGEMENT NEWS

*ND Project Management News* is published monthly by the ND Enterprise Project Management Advisory Group. If you have an article or a question to submit, please contact the editor.

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